

Central Intelligence Agency



Washington, D.C. 20505

5 January 1978

Dear Jane and George,

STAT We think of you often but write seldom. Right now, however, we are thinking of you particularly since we are enjoying still another restful sojourn on a beach such as you were so kind in giving us last August at Sanderling. Right now we are looking out at the green and blue Caribbean from a relatively new resort on the southeast side of Puerto Rico. Again some Science friends have befriended us-- [redacted] of our Sixth Church in Washington. They have a lovely condominium in this resort. John is chairman of our Building Committee. Our wonderful new edifice was to have opened in early December, but a delay in the arrival of the steeple put it off until mid-January. As a result, John was unable to come south for the holidays, wanting to be on hand for every last detail of the construction. They offered us the use of their apartment and we have thoroughly enjoyed it for a week over New Years. It certainly is wonderful for us to have friends like both of you.

The rest and relaxation at Sanderling was a great tonic in midstream; this break comes just a few weeks short of the anniversary of my first year of involvement in this intelligence business. Looking back it has been an exciting time; it has been a time of opportunity. We have both enjoyed so many aspects of it. The press isn't always kind to us, but you do what you think is the right thing and have confidence that it will work out.

I am quite at peace that we are moving in the right directions and that things are moving well. The first task the President gave me was to begin to make a true community out of a conglomerate of separate intelligence organizations. That, in my view, is coming along nicely. While there are bureaucratic hurdles to be surmounted in any change in organizational procedures in government, I can feel the thirsting within the intelligence community for better organizational relationships and stronger leadership. The President has given me just enough additional authority to provide those elements, I believe.

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sent 11 Jan 78

Within the CIA we are at a time which almost everyone recognizes as a time to institute change. Still, it does not come easily because everyone wants that change with which he agrees but doesn't want those things changed which affect him. Yet, the organization has reached a critical point, first because our national requirements call for a shift away from the strong emphasis that previously existed towards political action.

Our country neither needs nor wants the same degree of emphasis on these activities today. On the other hand, the need for good intelligence collection by the means available to the CIA is greater than ever. A reorientation or shift of emphasis is simply needed.

Beyond that, the organization is now just 30 years old. It has not really developed a sound and studied personnel management program. As a result, we cannot be assured that we will attract and retain the right numbers and quality of people into the future. If we do not do that, the Agency may be in serious trouble a few years ahead, simply because you cannot go out on the street and bring in a trained spy as you can an engineer, a lawyer, a doctor, etc. Hence, we have the weeding out and regularization of personnel policies which you read about in the press.

Finally, the Agency is finding it necessary to adapt to stronger controls from outside. These, in my view, are basically good. They mean, however, that the Agency's operations will be more visible and in fact must be more visible. We must build up public understanding and support for what we do. In part, we must do this because we are in the business of taking risks in order to gain information for the country. If we fail from time to time we'll need understanding and support, for the country's not as tolerant with such mistakes today as it was a decade or two ago. However, taking a spy organization and casting even a small spotlight on it after years of anonymity causes shudders throughout the system.

I've gone on at greater length than I intended but it seemed fun and appropriate to share some of the thoughts that have been gestating in my mind while relaxing in an atmosphere very similar to Sanderling.

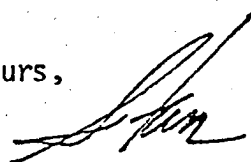
Let me also say that we will be out your way in a few weeks. We are going to stop by San Diego and Los Angeles on business en route to Monterey. As you know, Laurie and her husband, Frank, are still living in San Diego, as well as Pat's mother. Geoff, Bobbye and our two grandsons

are in Monterey where Geoff is attending the Naval Postgraduate School's course in intelligence. On Monday, 6 February, I will come up from Monterey to San Francisco to talk to a convention of the Young President's Organization at the Fairmont. That evening I will be down at Stanford for a lecture open to the student body. We'll be in touch and hope we can get together with you at least briefly while we are in Palo Alto.

Patricia keeps busy with the entertaining we must do from time to time -- she even had Senators dunking for apples at a Halloween party for spies! -- and with her painting which I am pleased she is doing more of these days. She'll be along on the trip, and again we hope to see you both.

All the best.

Yours,



STANSFIELD TURNER

Mr. and Mrs. George Andrews

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